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DD/A 80-0427/7

1 July 1980

MEMORANDUM FOR: Vince Puritano
Chairman, Long-Range Planning Team

FROM:
Chief, Management Staff, DDA

SUBJECT: Preliminary Issues Inventory for the DDA

1. Attached as requested is a preliminary issues inventory for the Directorate of Administration for your use in developing a Five Year CIA Plan and Guidance document. The Directorate has tentatively identified ten management issues (strategic objectives) on which we will focus our efforts during the planning period you are proposing. These strategic objectives, we think, meet our definitional standard -- i.e., those initiatives that we must begin to plan for and implement in order that our components will have the requisite skills, usable technology, capacity, and organizational structures in place and available to respond to known or projected customer requirements. We have provided a "solution" statement to each strategic objective because in nearly every instance we are injecting ourselves into an ongoing planning activity. We have also provided a series of planning assumptions that, in our collective judgment, are germane to each strategic objective.

2. These preliminary strategic objectives all build upon and will significantly add to this Directorate's ability to provide timely, responsive, and cost-effective support to significant known or projected customer requirements that cannot presently be provided. During the period you intend to cover with the Five Year Plan and Guidance document, this Directorate will address planning on two levels:

- long-range or strategic objectives; and
- operational objectives.

Our operational planning activities during this period will be designed to ensure that ongoing customer requirements for our services and products are also satisfied in a timely, responsive, and cost-effective manner. Through our Directorate planning process we will attempt to balance and reallocate as necessary the resources available to us to provide continuing

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communications, data processing, logistical, training, security, financial, and medical services support to the CIA.

3. These strategic objectives have not been discussed with either Don Wortman or Bill Hart, nor have either had the opportunity to discuss them with their senior line managers. For this reason we identify them as tentative in nature and fully subject to change. We will confirm them as soon as possible.



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Statement of Strategic Objective (Issue Statement):

Improve the availability of Agency secure voice communications to metropolitan, domestic field, and foreign locations.

Solution:

The procurement of new digital communications switches will allow the Office of Communications to meet the metropolitan area commitment. The deployment [] will enhance the secure voice profile in the domestic network. In addition, [] will be considered as a replacement for existing (and expanding) secure voice service abroad.

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Time Frame:

1983 - 1986

Planning Assumptions (Explanation):

- The availability of secure voice communications will continue to be of critical importance to the security of the metropolitan, domestic and foreign activities of the Agency and those it supports.
- [] production responsibility for which is vested at [] will be generally available.

Sponsor(s):

Office of Communications

Customer(s):

Agency-wide
Community: NSA, []
Other: []

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Statement of Strategic Objective (Issue Statement):

Expand our present transmission system (i.e., the combination of SKYLINK, HF radio, lease line, dial-up supports, microwave, coaxial cable, and wire line grid systems) to support the modernization of the digital portion of our network.

Solution:

Complete the SKYLINK program, enhanced HF radio and dial-up capability and expand microwave and coax cable trunking.

Time Frame:

1980-1987

Planning Assumptions (Explanation):

- The transmission system will be required to support the digital subsystems with a sufficient capability to accommodate known and projected service requirements.
- Existing high frequency radio capability will be insufficient to handle projected narrative and high-speed data requirements.
- Enhanced high frequency radio service capabilities will be required where SKYLINK or other resources are not available.
- Microwave utilization in the metropolitan area will continue to increase.
- Existing technologies will be used to supply the solutions to these requirements.

Sponsor:

Office of Communications

Customer(s):

Agency-wide

Community: NSA,

Other:

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Statement of Strategic Objective (Issue Statement):

Replace existing communications equipment and switching systems with a telecommunications network which supports the information handling requirements of the Agency, the Intelligence Community, and others.

Solution:

Ensure the implementation of Project MERCURY.

Time Frame:

1980 - 1986

Planning Assumptions (Explanation):

- Our current Teletype network is technically obsolete and is incapable of supporting the projected and perceived high-speed information handling requirements of network customers.
- The digital portion of our network will require modernization and upgrading in order to provide these new information handling services.
- Connectivity and survivability will be of increasing importance as worldwide political stability decreases.
- Existing technology can be used to provide the required solution.

Sponsor(s):

Office of Communications

Customer(s):

Agencywide
Community (e.g., NSA,

[redacted] and
other US Government Agencies

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Statement of Strategic Objective (Issue Statement):

Replace the existing message processing system in OC and ODP with an integrated system that will provide a comprehensive, automated two-way message handling and dissemination facility.

Solution:

The solution will include replacement of the current Cable Dissemination System with available hardware and software to ensure rapid and accurate transmission and dissemination of record traffic.

Time Frame:

1980 - 1987

Planning Assumptions (Explanation):

- The rapid, accurate and secure dissemination of record information, in whatever form, will continue to be essential to the functioning of the Agency.
- There will be increased requirements for electronic transmission of computer-generated record traffic into and out of the Headquarters Building.
- There will be increased connections to Intelligence Community and other intragovernmental telecommunications networks (e.g., COINS).
- The current Cable Dissemination System has been overtaken by events and is overloaded.
- Existing technologies will be used to provide a solution.

Sponsor(s):

Office of Communications
Office of Data Processing

Customer(s):

Agencywide
Some Intelligence Community activities

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Statement of Strategic Objective (Issue Statement):

In order to ensure that the Agency has a viable financial and budgetary system, it is necessary to undertake a series of developments over the next five year period which result in moving from present systems to those which are built upon the technological environment of the 1980's and which are responsive to the requirements of that environment.

Solution:

Implement new or enhance existing financial and budgetary processes and automate their improvements, specifically in the areas of payroll, billpaying, accounting, and liaison.

Time Frame:

1980 - 1985

Planning Assumptions (Explanation):

- Improvements in technology, particularly in data processing and communications will continue to drive requirements for financial and budgetary services beyond the capabilities of our present financial and budgetary systems.
- By 1985, the payroll system should permit telecommunication of data into the system without redundant human processing, also a real-time response to queries, and virtually unlimited payee services.
- An automated process that eliminates the bulk of low level human processing will be required in the present certification and bill paying processes.
- Our accounting process will need remodeling in all aspects, especially in the relationship between headquarters and the field. Present systems will not provide enough flexibility and security to keep up with operational requirements.
- Our financial liaison relationships Department will require improvements.

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Sponsor:

Office of Finance

Customer(s):

Agencywide

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Statement of Strategic Objective (Issue Statement):

To provide the optimum level of support to worldwide logistical requirements by balancing the trade-offs between the efficiencies of centralization and the responsiveness of decentralization; and to maintain maximum productivity regardless of the mix of centralized and decentralized organizational configurations.

Solution:

To meet the objective of maximum productivity, flexibility and efficiency, a Logistics Integrated Management System (LIMS) must be defined and developed. This system must include or communicate with material management systems in offices throughout the Agency, must communicate with GSA and Department of Defense supply systems, must integrate and streamline supply, procurement and financial requirements, and must provide the data for a flexible management information system.

Time Frame:

1980 - 1984

Planning Assumptions (Explanation):

- Existing automated systems can no longer be enhanced or support additional applications in a cost effective manner.
- There will be no significant drop in Agency requirements for materiel support.
- Constrained financial and personnel resources will diminish the ability of existing logistics systems to respond to requirements.
- LIMS can be accomplished with existing technology.

Sponsor(s):

Office of Logistics

Customer(s):

Agency-wide
Community:

Community Staffs

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Statement of Strategic Objective (Issue Statement):

Provide Agency-wide information handling and office automation capabilities such as electronic filing and indexing and electronic mail similar to those of the SAFE system.

Time Frame:

1983 - 1988

Planning Assumptions (Explanation):

- The initial SAFE system will have been successfully installed within NFAC.
- The wideband BUS communications system will be successfully installed with expansion possible for offices desiring the new service.
- These capabilities will be of use to and will satisfy requirements for Agency-wide information handling.
- The standard Agency terminals can be used for this class of service.

Sponsor(s):

Office of Data Processing

Customer(s):

Agency-wide

Statement of Strategic Objective (Issue Statement):

Provide a graduate-level education program that increases the professional competence of intelligence personnel.

Solution:

Develop, for appropriate entry-level, mid-level, and senior-level personnel a curriculum, faculty, and facility that systematically explores the history, organization, skills, policy, and functions of the practice of intelligence.

Time Frame:

1980 - 1983

Planning Assumptions (Explanation):

- Senior Agency management will support the program, both in approving additional funds, personnel and facilities needed to conduct the program, and in selecting and releasing the appropriate student population.
- The program will not be fully operational before the FY 1983/84 time frame.

Sponsor:

Office of Training

Customer(s):

Agencywide
Community activities

Statement of Strategic Objective (Issue Statement):

Improve the Agency's ability to conduct an effective Information Systems Security Program that controls the inadvertent or deliberate compromise of data in Agency and contractor information handling systems.

Solutions:

Develop a cadre of specialists to evaluate security implications inherent in the hardware, software, and operating procedures of individual systems, and to assess and detect technical threats against information processing hardware and software.

Time Frame:

1982 - 1986

Planning Assumptions (Explanation):

- Information processing systems will be increasingly adopted throughout the Agency. The trend toward more, larger, and interconnected systems will make it ever more difficult to recognize the security risk potential in these information systems.
- The potential risk of compromise increases sharply as sensitive information is accessible from a larger variety of technical sources.
- Decentralization of data terminals worldwide with access to multiple information data bases will necessitate security surveys that span multiple systems.
- In order to enhance the information systems security structure, it will be necessary to acquire a limited number of highly skilled information processing engineers and develop an increased number of information security officers.

Sponsor:

Office of Security

Customer:

Agencywide
Community Staffs
Contractor Facilities

Statement of Strategic Objective (Issue Statement):

Determine and implement acceptably expeditious methods of review which will enable us to review 80 percent of our 20-year-old permanent records in the Agency's Systematic Classification Review program by December 1986, adhering to the spirit of E.O. 12065. Concurrently, develop plans for the re-review of documents whose classification has been retained, beginning in 1987.

Time Frame:

1980 - 1988

Planning Assumptions (Explanation):

- No change will be made in the systematic review requirements established by E.O. 12065 and no additional resources will be committed to the systematic review of activity.
- A re-analysis of the Agency's holdings will provide a more realistic (lower) estimate of the amount of permanent material to be reviewed.
- The current review can be changed if logical, legal, and viable alternatives can be found.

Sponsor:

Information Services Staff

Customers:

Agencywide
Other US Government Agencies

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FOREIGN POLICY ISSUE/MANAGEMENT ISSUE

(Designate one category per definitions provided.)

DIRECTORATE: DCI/Comptroller

ISSUE STATEMENT: There appears to be an accelerating breakdown of conventional authority. Large groups of people no longer feel bound to the traditional actors in foreign policy.

TIME FRAME: Continuing.

EXPLANATION: "International Communism" is fading as a monolithic force, but there is a developing fragmentation of authority throughout the world which will make the conduct of foreign policy increasingly difficult. Large groups give primary loyalty to religion, ideology, corporation, etc., and traditional governments may have much less influence and control over the actions of their citizens. The US Government, in turn, may find it increasingly difficult to identify the right levers to push in pursuing its aims.

INTELLIGENCE/MANAGEMENT IMPLICATIONS: Intelligence will be faced with new targets requiring new methods of collection.

(NOTE: Please limit each issue submission to one page.)

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~~FOREIGN POLICY/ISSUE~~ MANAGEMENT ISSUE

(Designate one category per definitions provided.)

DIRECTORATE: DCI/Comptroller

ISSUE STATEMENT: Acquiring and retaining adequately trained personnel for the CIA of the 1980s.

TIME FRAME: Next 10 years.

EXPLANATION: As the tasks confronting the CIA in the coming ten years change, it may become increasingly difficult to attract and retain an adequately trained staff. Further, the pre-employment training traditionally counted on by the Agency is dwindling rapidly in supply (e.g., language instruction by universities, technical training by the armed services).

INTELLIGENCE/MANAGEMENT IMPLICATIONS: Agency management may have to consider unconventional approaches to personnel acquisition and retention: higher entry salaries, sponsored education and training on a large scale, trades with academia and industry, etc. In the clerical area, increased automation, redefinition of job requirements, and other means of increasing productivity should be seriously examined before demographic and social forces cause a crisis of supply.

(NOTE: Please limit each issue submission to one page.)

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Foreign Policy
FOREIGN POLICY ISSUE/MANAGEMENT ISSUE

(Designate one category per definitions provided.)

DIRECTORATE: DCI/Comptroller

ISSUE STATEMENT:

[Redacted]

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[Redacted]

TIME FRAME: 5 to 10 years in the future.

EXPLANATION: As the US becomes more and more just one of many actors in an increasingly competitive world, there will be a greater need to collect [Redacted] The collection problem will be compounded by two main factors: our explosion of requirements and increasing secretiveness on the part of targets.

INTELLIGENCE/MANAGEMENT IMPLICATIONS: This problem is sufficiently different from the covert collection problems of today that special planning should be undertaken for selection of targets, training of personnel, identification of special equipment needs, etc..

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